



One Team, One Purpose

Integrating Business Services

Upstate Workforce
Investment Area

SC **WORKS**

UPSTATE

BRINGING EMPLOYERS
AND JOB SEEKERS TOGETHER

ONE-STOP STANDARDS FOR EMPLOYER SERVICES



- Value Statement: The One-Stop Career Center system is focused on understanding business needs and has an effective business services approach for meeting those needs. It plays a key role in regional economic development by aligning resources with economic development and education partners, and service delivery strategies with the workforce needs of employers.

Upstate WIB

Policy Decisions



- Procured One-Stop Operator in 2008. Prior to procurement WIB operated under consortium with 3 partners and found that it was difficult to hold the entity accountable because individuals were not funded directly using WIA funds. WIB needed the ability to hire and fire the operator.
- Transitioned business services to One-Stop Operator in July 2010 from the WIB office
- WIB Invests significant WIA funds into Business Services
 - 17% all WIA funded operator staff dedicated to business services
- All Centers will co-located June 2011
- WIB appointed business services Lead in September 2010

Upstate WIB

Leadership

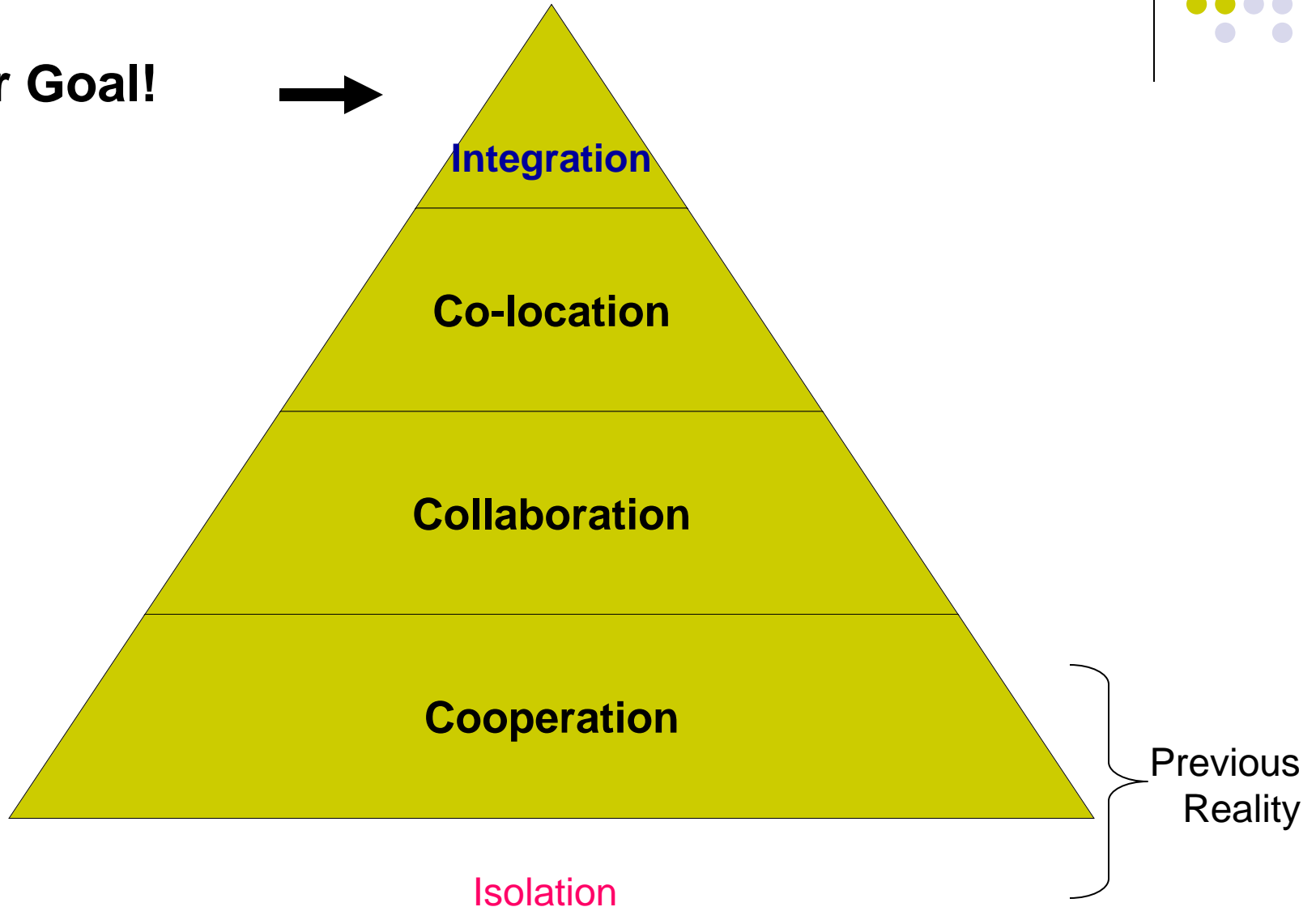


- Informed key stakeholders in community of plans to integrate business services
 - Chamber of Commerce
 - Economic Development
 - Community College (ReadySC)
 - Partners
 - Elected Officials
- Developed transition plan with One-Stop Operator with tasks, timelines, etc.
- Continued involvement in key meetings and decisions
- Oversight of process

Reaching the Top!



Our Goal!

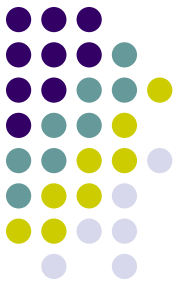


Business Relations & Employment Services



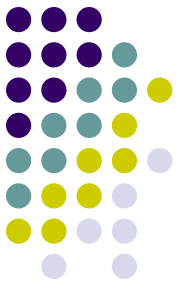
- ***Business Services and Sales***
 - *WorkKeys Profiles and WorkKeys Testing*
 - *HR Consulting Services*
 - *On-site visits to local employers*
- ***Job Fairs***
- ***Recruitment Events***
- ***Job Matching & Referral – OJT, Customized training, IWT and WX***
- ***Labor Market Information***

One-Stop Operator/BST Lead (in preparation of integration)



- Facilitated Joint Planning efforts
- Co-presented and informed key stakeholders with WIB
- Held staff accountable to commitments and timelines
- Met one-on-one with key stakeholders
- Provided joint staff development for partner business services staff

Making it Work!



- Shared Planning
- Communication Plan
- Elimination of Duplication
- Shared Staff Development
- Results (so far)
- Lessons learned, pitfalls to avoid

Shared Operational Planning



- Joint Planning Meetings
 - Conducted initial assessment of one-stop certification readiness
 - Created an implementation plan
 - Agreed on a communication plan
 - Developed Ten Commitments
 - Developed teams to work on specific areas and tasks
- Business Services Academy
 - Significant pre-planning with trainer, Business Services Manager
 - A full week of planning activities

Communication



- Weekly Tactical Conference Calls
 - Includes all partner staff
 - Discuss hard to fill jobs
 - Obtain assistance with Recruitment Events and Job Fairs
 - News
 - Success Stories
- Email Lists
- Regular Face to Face Meetings

Eliminating Duplication



- Merging systems— critical first step!
- Account Executive Approach
- Development of shared SOP's
- Shared Training
- Development of Functional responsibilities
 - Business Services Consultant
 - Recruitment Specialist
- Communicate, Communicate, Communicate

Account Executive Approach



- Account Executive Approach
 - Selected a combination of geographic and alphabetic as our method of assignment
- Becoming an Expert!
 - Meet key staff
 - Tour facility
 - Subscribe to professional journals
 - Join local human resources associations

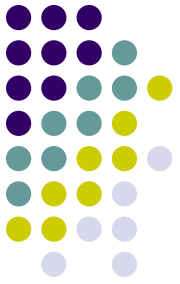
August 2010: Approximately 70% of current job openings were posted in duplicate between the two key partner virtual labor exchange systems

Shared Staff Development



- Employer Relations Specialist Training & Certification (Proprietary training from Arbor/ResCare Workforce Services)
 - An intense series of training
 - Identified target market based on current local workforce issues
 - Implemented a precise plan in order to meet the needs of employers and job seekers of Upstate SC.

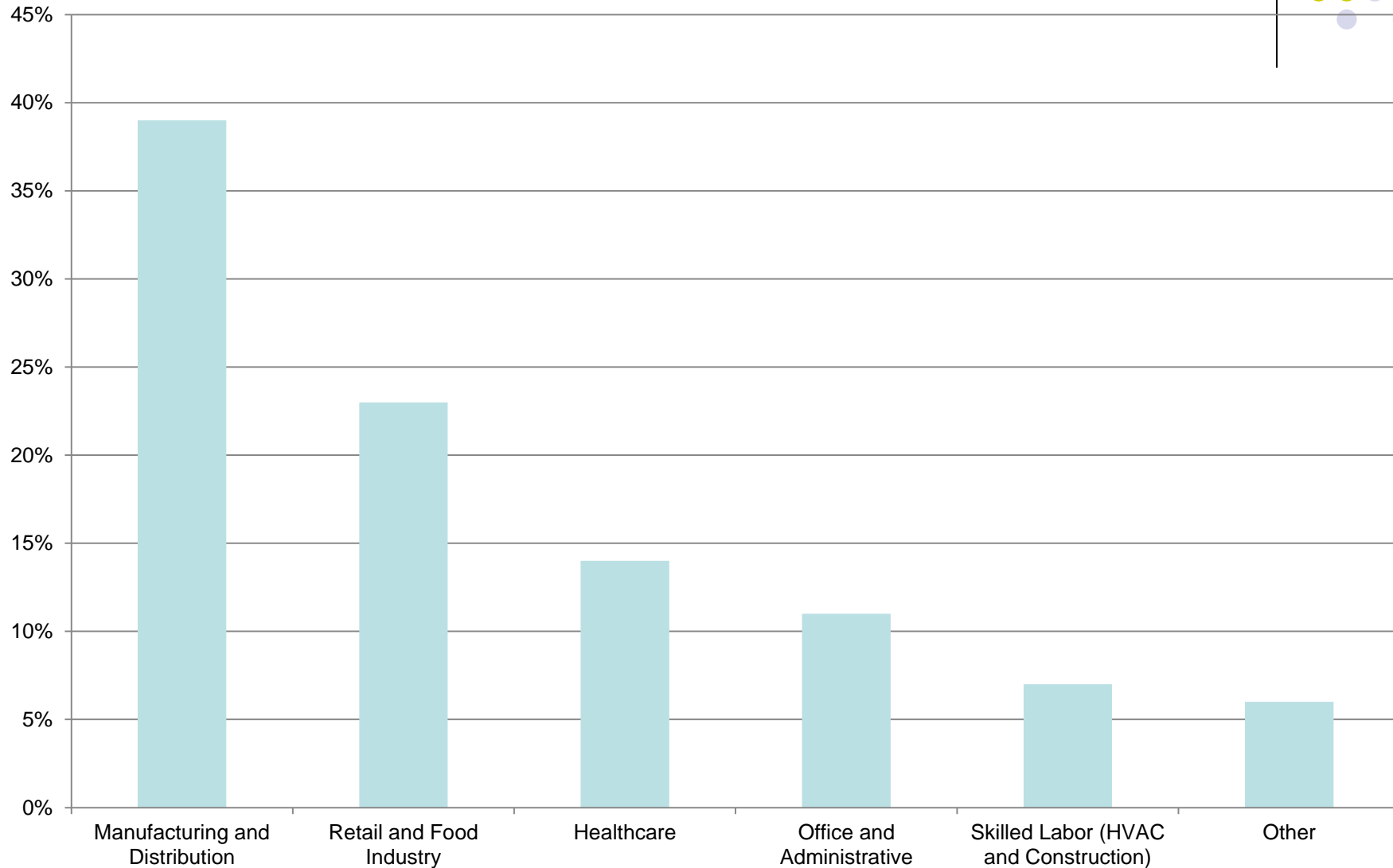
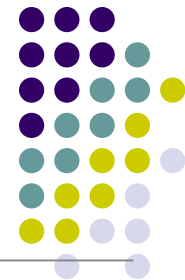
Upstate SC LMI



Target Industries:

1. Manufacturing and Distribution
2. Retail
3. Healthcare
4. Office and Administrative
5. Skilled Labor (HVAC and construction)

AVAILABLE WORKFORCE UPSTATE SC



Business Services Plan



- Single Database of Jobs and Jobseekers
- Business Outreach Plan (targeted industries & occupations)
- Local Applicant analysis will determine Employer focus – Implement Tiered Service Plan
- Increase Market Penetration 20%
 - Identify benchmark
 - Identify incremental and end of year goal
- 20 In House Recruitment Events Monthly
 - 4 Cherokee; 3 Union; 3 Greer; 10 Spartanburg
 - At least 5 openings per recruitment to qualify

Business Services Plan



- Quarterly Newsletter
 - Submit 1 success story or topic per quarter per BSC
- WorkKeys
 - 5 Workkeys profiles per year per Profiler
- Quarterly Forum on WorkKeys/Apprenticeship (Regional)
Business Forums/Seminars – One per month (will rotate host location between One-Stop sites)
- Large Scale Events
 - One Large Scale Regional Annual Job Fair

Business Services Plan

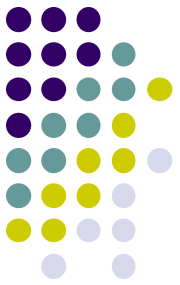


- Community Outreach
 - One Community Presentation Monthly per BSC
 - Participate in industry association events in each One-Stop location area quarterly (i.e. Chamber, HBA, Mechanical Contractors Assoc.)

(community outreach is independent of the community outreach conducted by WIB)

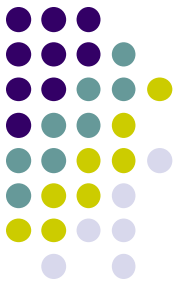
- On The Job Training
 - Specified number of OJT Placements (Team)
 - Must be consistent with Allowable Training Policy
 - Must be \$12/hr completion wage

Business Outreach



- Account Executive Approach
- Partnerships (Chambers, Ready SC, ED, RECs, SCMEP, Apprenticeship Carolina, Technical Schools)
- Cross trained team
- Cohesive marketing materials
- Consistent message
- Customer need driven (not menu driven)
- Community presentations
- Business forums (workshops)
- Word of mouth referrals (strongest outreach strategy)
- Locally driven surveys
- No cost and low cost media outlets
- Cold calls

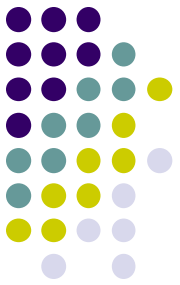
Business Outreach Goals



Team Goals

- 15 OJT Contracts per year per team (depending upon funding)
- Trade show or community event in each area quarterly
- Business Forums – One per month per team
- One annual job fair per team
- 10 Workkeys profiles per year

Business Outreach Goals



Individual Consultant Goals

- Attend 2 chamber events per year
- Attend one community event at least once per year
- Contact a minimum of 3 new businesses per week – 12 per month
- Conduct field visits to 20 employers per month
- Host 2 recruitment events per week, on or off site per location
- SC Works presentation to community organization, professional group or association once per month
- 10 Workkeys profiles per year

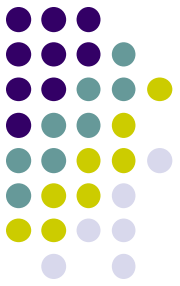
Strategic Targeting

Top Job Openings October 2011 – 2012 Upstate SC



Occupation Group Description (O*Net)	Total Job Orders	Total Job Openings	Total Job Referrals
Production Occupations	482	7,120	35,543
Healthcare Practitioners and Technical Occupations	38	3,103	376
Transportation and Material Moving Occupations	270	2,961	16,353
Construction and Extraction Occupations	77	1,279	2,400
Healthcare Support Occupations	33	1,155	880
Office and Administrative Support Occupations	285	918	13,864
Sales and Related Occupations	139	553	5,418
Installation, Maintenance, and Repair Occupations	196	443	4,235

Strategic Targeting – small business



- Letters to all small businesses
- Create awareness
- Research – (recruitment sites online, Career Builder..)
- Cold calls via telephone, email, and field visits
- Word of mouth referrals (business to business)
- Presentations to various industry associations

Functional Roles



Business Services Lead

- Manage all activities of the team
- Serve as point of contact for regional economic development initiatives
- Foster communication through regular meetings
- Responsible to One-Stop Operator for fulfilling plan and meeting goals

All One-Stop Business Services staff will coordinate and manage recruitment events and job fairs for core and WIA individuals.

Business Services Consultants

- Focus on working with local businesses to identify needs, trends and workforce issues and to create a strategy to address each situation.
- Required to complete needs assessment when working with new business. (on site visit to conduct needs assessment)

Recruitment Specialists

- Manage all incoming job orders
- Make referrals to those open job orders and will provide follow up to all orders.

Employer Relations



- Each BSC in Upstate SC are required to complete Employer Relations training which focused on the following categories:
 - Networking for Results
 - Dodge and Probe Method
 - Socratic Questioning
 - Continuous methods of appreciation or recognition

Employer Relations



Evaluated annually

- Target industries and a marketing plan to reach those industries
- Research and identify current Upstate WIA applicant analysis
- Identify potential areas for improvement and developed a plan of action to improve
- Collaboratively develop newer model for Upstate Business Services in an effort to more efficiently serve employers and jobseekers and enhance the quality of service provided

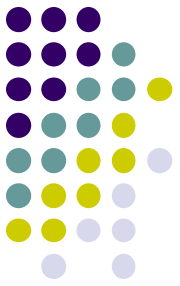
Quality and Consistency of Services

Feedback Received



- Utilizing an Account Executive Approach
 - Increased employer satisfaction
 - Enhanced the personal relationship with each employer assisted
- Upstate SC WIA Applicant Analysis
 - Focus on the needs of the community (majority of Upstate WIA participants are skilled or experienced in the manufacturing industry therefore that is our #1 targeted industry)

Strategic Targeting – small business



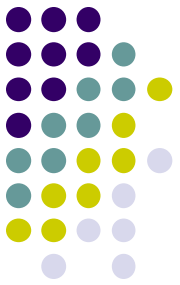
Existing Businesses in Upstate SC

0-4	3799	5-9	1413	10-19	940
20-49	690	50-99	277	100-249	154
250-499	45	500-999	14	1000+	5

Of active employer registrations over past 12 months, over 65% of businesses being served by SC Works are small businesses having less than 50 employees.

Our goal is to serve all business in need of workforce services, whether small, medium, or large.

Outcomes



Market Penetration:

1000+ new employers contacted via SC Works

152 new registrations 1/2011 – 9/2011

213 new registrations 1/2012 – 9/2012

29% increase in employer registrations from 2011 to 2012

Job Orders 1/2011 – 9/2011 = 1414 orders, 11,177 jobs

Job Orders 1/2012 – 9/2012 = 1598 orders, 15,333 jobs

11% increase in job orders received

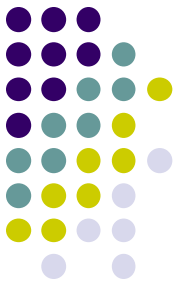
37% increase in job openings received

Placements 1/2011 – 09/2011 = 1,511 placements

Placements 1/2012 – 09/2012 = 2,331 placements

54% increase in placements

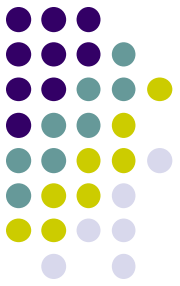
Outcomes



Upstate— small business.

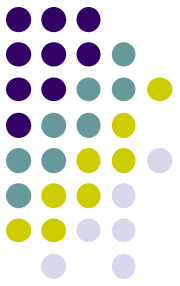
“I am so excited to work with SC Works and get a great employee. The candidate was thrilled as ever and he absolutely loved working with SC Works as well. I was unaware of what the Spartanburg Business Services Team could do to help me so quickly and efficiently identify a qualified person. I will have no hesitation to use SC Works Upstate again in the future.”

Cooper Standard Automotive Testimony:



- Cooper Standard Automotive; overview of 900-GMC series or nature of business operation
- Cooper Standard's needs (e.g. skills needs, screening, support system built to ensure business and participant success)
- Services provided (customized recruitment)
- Design of services delivered
- How did SC Works help solve our problem

Cooper Standard Automotive Testimony:



- Business culture; and how it affects business operation
- SC Works partnership assisted Cooper Standard in the acquisition of a new production line
- How did the partnership affect our bottom line
- Recommendations

Quality and Consistency of Services

Results So Far



- Job fairs held have increased by 20% in our community
- Employers utilizing the labor exchange system on their own has increased by 70%
- All job fairs, recruitment events have been planned collaboratively with participating partners
- Partners have worked together to make the BEST referrals possible to employers (this has only enhanced the quality of service we offer)

Data: 2010



Pitfall Avoidance

- Collaboration and Teamwork is key
- Conduct soft handoffs to avoid turf issues
- Create an open environment - reduce fear
- Allow discussion between all staff regarding services and how those services can be improved
- Give each team member the opportunity to provide feedback and suggestions
- Separate agencies make processes and procedures difficult to manage but we are focused on collaboration and innovation to make this work
- Must ensure that each partner gains value from partnership

That was Then, This is Now



1. Separate labor exchange systems
2. Multiple Reps serving same employer
3. Infrequent Communication
4. Different approaches to employers
5. Unclear roles
6. Lack of sense of team
7. Turf Battles

1. Only one system
2. Single Point of Contact
3. Communicate at least weekly
4. All trained to provide same approach
5. Functional roles defined
6. Ten Commitments
7. More seamless

In Summary

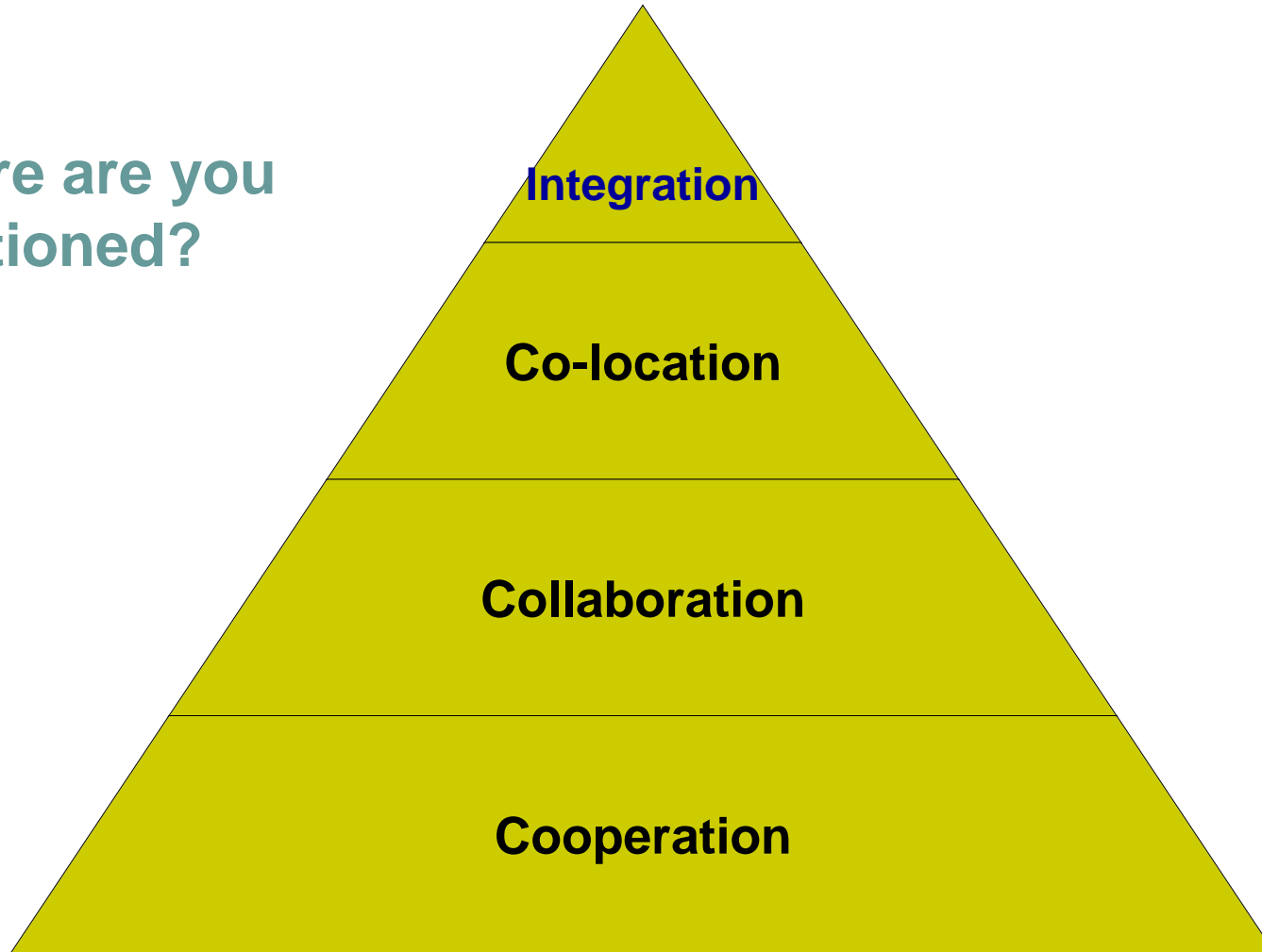


- Address policy issues
- Complete One-Stop Certification Assessment
- Ensure resources match expectations
- Define Partners and role
- Assign a Lead
- Create a plan with measures
- Communicate with key stakeholders
- Train staff to ensure a common approach
- Hold staff accountable
- Out-think the box

Reaching the Top!



Where are you
positioned?



Isolation